



1 Mercantile Street – Suite 520
Worcester, MA 01608
P: 508.756.7717 F: 508.792.6818
www.cmrpc.org

March 3, 2022

Christopher McGoldrick, Town Planner
Town of Grafton
30 Providence Road
Grafton, MA 01519
planningdept@grafton-ma.gov

Re: Request for Proposal: Grafton Master Plan Update

Dear Mr. McGoldrick,

The Central Massachusetts Regional Planning Commission (CMRPC) is pleased to submit this response to the Request for Proposals for Consultant Services issued by the Town of Grafton on January 14, 2022. This submission outlines our qualifications to serve as **Project Consultant** for the phased Master Plan Update.

CMRPC is a leading resource for land use, economic development, and transportation planning, among other areas of focus, in Central Massachusetts. Beyond providing planning and technical services to the City of Worcester and 39 surrounding communities, we manage implementation of the Southern Worcester County Comprehensive Economic Development Strategy. Established in 1963, our agency has assisted Central Massachusetts with community and economic development planning for nearly six decades. Recent years renewed our focus on comprehensive planning, village center/ downtown strategic plans, and zoning. The CMRPC team understands these topics at a local level, while also possessing a holistic understanding of community and economic development. CMRPC is currently working on Master Plans in Hopedale, Mendon, Rutland and Boylston and have completed several other plans. With a strong connection to our communities, and leadership in ongoing land use planning initiatives, we are uniquely positioned to serve as *Project Consultant* for the Town of Grafton in updating the Master Plan.

Thank you for your consideration of CMRPC's Master Plan Update consultant application. We look forward to working with the Town of Grafton and community stakeholders to update this important planning tool for the future of Grafton.

Respectfully,

Janet A. Pierce
Executive Director



CENTRAL MASSACHUSETTS REGIONAL PLANNING COMMISSION
1 Mercantile Street, Suite 520 Worcester, MA | 508.756.7717

GRAFTON MASTER PLAN UPDATE TECHNICAL PROPOSAL: Bidder Response, CMRPC

In response to:

Request for Proposals: Scope of Services

Master Plan Update, Town of Grafton, Massachusetts

January 14, 2022

Central Massachusetts Regional Planning Commission
MA Vendor Code No. VC6000159423



Bidder Response, CMRPC: Master Plan Consultant

Overview

The Central Massachusetts Regional Planning Commission (CMRPC) is submitting this application in response to the Grafton Master Plan Update Technical Proposal issued by the Town of Grafton, Massachusetts on January 14, 2022. This submission outlines our interest and qualifications to serve as consultant for the Master Plan process.

CMRPC Qualifications

Introduction

As the designated planning entity for Southern Worcester County, CMRPC provides planning services to the City of Worcester and 39 surrounding communities. In our nearly 60 years of service, we have evolved from a small, land-use and transportation-focus agency to an interdisciplinary team of nearly 40 staffers strong. Today, our breadth of planning services includes core programs around land use, transportation, economic development, and regional services. As an agency, our strengths include long-range comprehensive planning, village and town center planning, and community engagement. Given our planning expertise and role in the region's development, CMRPC is uniquely positioned to help the Town of Grafton update its Master Plan. We possess detailed knowledge of the Town, strong relationships with local and regional stakeholders, a holistic understanding of community development, and experience facilitating master planning processes.

CMRPC possesses substantial capacity to undertake the update of the Grafton Master Plan. Over a 1.5 to 2-year process we will work with the Town to gather, update, and analyze data; conduct a robust community engagement process; and synthesize the data, community engagement results, and best practices into a comprehensive master plan with an actionable implementation strategy. This process reflects a workflow common among CMRPC projects, from Master Plans to thematic and geographically focused studies. Our team is comprised of experienced planners, analysts, and facilitators proficient in the individual aspects of plan development, as well as guiding fruitful and inclusive planning processes through to plan adoption. Between these core capabilities and our experience in comprehensive planning, CMRPC is ideally positioned to serve as Grafton's Master Plan consultant.

General Capacity

As a Regional Planning Agency, our central function is to coordinate planning across the region and supplement local capacity by providing technical planning skills and expertise. CMRPC services range from staffing municipal planning offices to facilitation and development of long-range plans. In the past five years, we assisted with the development of **six Master Plans (four of which are currently underway)**.

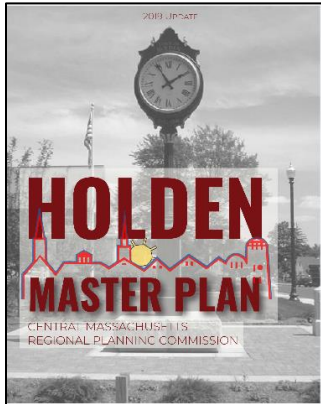
Village center and downtown strategic planning are also a current focus. Between 2018 and 2021, we assisted with the development of **17 village center, downtown, or economic development strategic plans**. Zoning diagnostics and revisions remain a perennial need. In the past two years we **helped six towns create zoning bylaws to improve their downtowns** or town centers. Other recently completed and ongoing zoning projects include bylaws for **mixed-use, mill reuse districts, growth management, cluster development**, and an array of related initiatives. In complement, we provide **municipal GIS to six communities and assist countless others with mapping and GIS projects**. Our data and visualization services include a host of **rendering, market analysis, website design, social media marketing, and development-focused tools**. Such expertise supports gateway improvement plans and economic corridor studies, several of which were completed in January 2021. These capabilities make us a top provider of **Complete Streets prioritization plans, parking studies, ADA Plans, design guidelines**, and other visually focused projects. CMRPC is also a member and convener of the Central Mass Historical Commission Coalition. Our design, zoning, and development inputs support the Coalition's efforts, helping preservation advocates to explore current challenges and learn from successes in the field.

CMRPC's recent designation as the Southern Worcester County Economic Development Organization reflects our comprehensive and inclusive approach to economic development. **CMRPC specializes in engaging lower-resource towns in planning processes that yield results**. We proudly facilitate high-level planning processes in even the smallest communities. **In 2020, we helped the towns of North Brookfield and Upton set up Downtown Development/ and or Economic Development Committees. We also continued working closely with Central Mass Grown and other entities whose development we helped facilitate**. Popular among our small (and large) communities are Municipal Vulnerability Preparedness (MVP) Planning Grants. Since the program's 2016 inception, CMRPC has **facilitated the MVP process for more than 17 communities, including a three-town regional workshop**. This stakeholder-driven process elevated our virtual facilitation expertise; **following onset of the pandemic, we moved the program online and successfully facilitated nine MVP processes in 2021**. Collectively, these services offer a glimpse into CMRPC's *land use* program; our transportation, transit, and regional services programs are similarly robust.

Other considerations

CMRPC possesses strong knowledge of all 40 Central Massachusetts communities. In several towns, we are working on or recently completed master plan efforts complementary to Grafton's proposal. In such municipalities, there is an opportunity to align concurrent planning efforts regionally and/or leverage nuanced staff knowledge. As outlined below, CMRPC is currently assisting 4 towns with various phases of their Master Plans, as well as other Housing Production Plans, Municipal Vulnerability Preparedness (MVP) plans, and Open Space Plans. In spring of 2022, we are kicking off phased development of Master Plans for the towns of Barre and Princeton. These concurrent efforts present opportunities for efficiencies and collaboration.

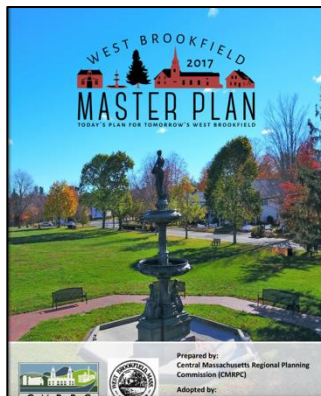
Project Examples: Master Plans



Holden Master Plan, 2019

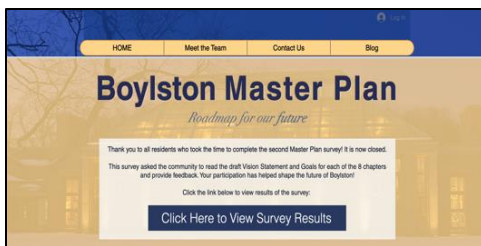
In 2018 and 2019, CMRPC assisted the Town of Holden with an update of its 2008 Master Plan. The community-driven process included a robust engagement process, incorporating multiple surveys, workshops, visioning sessions, and unique outreach tools. The final plan synthesizes primary and secondary data, community feedback, and best practices to provide a highly actionable set of recommendations and strategies for implementation.

www.holdenmasterplan.com



West Brookfield Master Plan, 2017

From January to December 2017, CMRPC prepared West Brookfield's first Master Plan. This process included 3 community events and outreach specifically tailored to West Brookfield's community, including tabling at the Asparagus Festival, and presenting at a Lake Wickaboag Association Event. The final plan synthesized previous plans, a comprehensive survey, input from ~100 community event attendees, and extensive research. The final product includes a clear implementation schedule with responsible parties and a long-term timeline.



Boylston Master Plan (in progress)

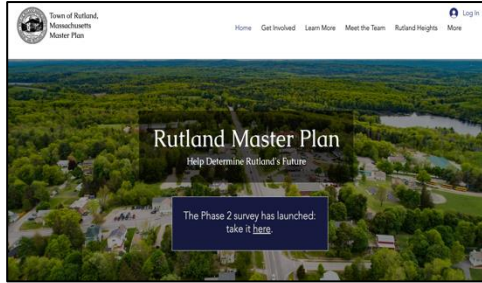
CMRPC is facilitating a comprehensive update of the Boylston Master Plan. The three-phase effort includes community engagement, research, analysis, narrative, mapping, and implementation strategies for all chapters. Plan completion is expected in June 2022. www.boylstonmasterplan.com



Mendon Master Plan (in progress)

CMRPC is assisting Mendon with development of its first Master Plan. A three-phase project, CMRPC has facilitated a visioning process, strategy articulation for Phase 1 chapters, and multiple surveys. Chapter development is underway. Plan completion is expected in fall/winter 2022.

www.mendonmasterplan.com



Rutland Master Plan (in progress)

CMRPC recently completed Phase I of Rutland's Master Plan update (a three-phase project). Phase I included a community survey, strategy articulation, and community visioning sessions. Phase I chapter development and Phase II community engagement processes are getting underway.

www.rutlandmasterplan.com



Hopedale Master Plan (in progress)

CMRPC is currently assisting the Town of Hopedale with a three-phase Master Plan Update. Phases 1 and 2 are largely complete, with Phase 3 chapters and deliverables expected in Summer 2022.

www.envisionhopedale.com

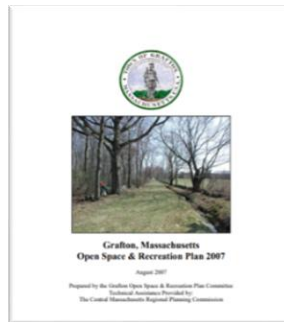
Prior Planning Efforts in Grafton

Community Overview

Situated in East Central Massachusetts, the Town of Grafton is bounded by Upton and Westborough on the east and northeast; Shrewsbury on the north; Worcester on the northwest; Millbury on the west; Sutton on the southwest; and Northbridge on the south. Grafton is a semi-rural community of 19,664 people (2020 Census) with a median household income of \$106,250. Grafton's many assets include an attractive and historic Town Center, three (3) traditional villages, and tremendous natural resources. The Blackstone River and its numerous tributaries, along with significant open space, make the Town a scenic community of the type commonly associated with traditional New England values. The Massachusetts Turnpike passes through Grafton and an interchange less than one-half mile away provides easy access to two of the largest cities in New England: Boston and Worcester.

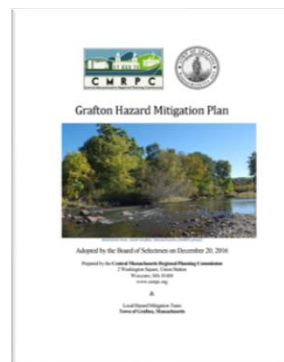
In Grafton, population and economic development are on the upswing. Many of the decisions made about the Town will have lasting impacts. The Millbury exit on the Mass Pike has increased traffic to the area; the Massachusetts Bay Transit Authority has opened a commuter rail in Grafton; and CenTech Park and its neighbor Tufts University School of Medicine are creating opportunities for significant growth in the areas of manufacturing, biotechnology, and research. There is an ongoing attempt to find beneficial uses for some of the Town's older structures and sites. In addition, the Greater Boston Metropolitan area's westward migration has reached beyond Route 495. These opportunities present benefits as well as challenges. Preserving Grafton's historic character while growing the tax base requires strategic, well-designed, and executed long-range planning. A master planning partnership between the Town of Grafton and CMRPC will build on many years of collaboration and joint initiatives.

Project Examples: Grafton



Town of Grafton Open Space and Recreation Plan (2007 & 2020)

The town of Grafton has completed two Open Space and recreation plans. The most recent was completed in April of 2020, this serves as an update from the previous plan completed in 2007. The plan focuses on preserving water resources, conserving land resources, and providing well distributed and varied recreational facilities while maintaining the town character.



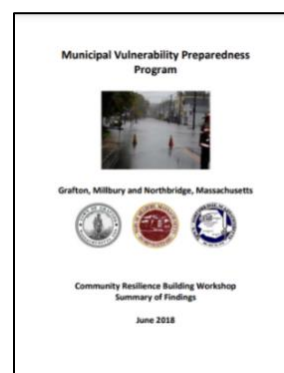
Town of Grafton Hazard Mitigation Plan (2016)

CMRPC was awarded a FY 2013 Pre-Disaster Mitigation Planning grant from FEMA (through the Massachusetts Emergency Management Agency) to assist Grafton and neighboring towns in development of local natural hazard mitigation plans. CMRPC research identified natural hazard risks and key facilities in Grafton. As part of the planning process, a team of Town staff and members of relevant boards met between December 2014 and March 2016. Led by Deputy EMD Nick Child, the team provided additional local input on specific hazard areas and critical infrastructure and facilities.



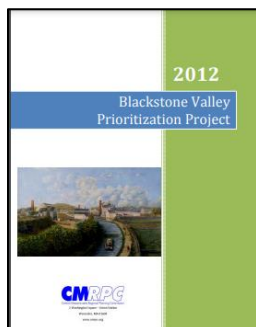
Planning for Mobility: 2016 Grafton Bicycle and Pedestrian Plan

CMRPC completed a draft of Grafton's Bicycle and Pedestrian Plan in June 2016. This plan lays the groundwork to identify needs and set priorities with regards to improving Bicycle and Pedestrian mobility in the town. It serves as a basis to identify future bicycle and pedestrian infrastructure needs, zoning policies and sub-division regulations for new and redevelopment along with recommendations on improving and encouraging multi-modal transportation.



2018 Municipal Vulnerability Plan

In 2018, the town of Grafton worked with the towns of Northbridge and Millbury on a Municipal Vulnerability Plan (MVP). The MVP Plans goal is to identify existing and future strengths and vulnerabilities; develop prioritized actions for the community; and identify immediate opportunities to increase resiliency. Through a series of workshops, the plan identifies the top hazards and vulnerabilities and outlines various mitigation tactics.



495/MetroWest Development Compact Plan & Blackstone Valley Prioritization Plan (2012)

In 2012, CMRPC along with local, regional and state partners created the 495/MetroWest Regional Compact Plan, which identified priority development areas (PDA) priority preservation areas (PPA) and critical infrastructure investments. Grafton was one of 37 participant communities, and two Grafton sites (Grafton Science Park and CenTech Park) were designated state priority areas. Subsequently, CMRPC led the Blackstone Valley Regional Prioritization Plan which

identified additional PPA's and PDAs for 11 communities in the corridor, including Grafton.

Project Personnel

Our Regional Collaboration and Community Planning (RCCP) team will provide core services for the Master Plan update, supplemented by employees with specializations in data services, GIS, rendering, transportation, and other areas as needed. Approximately 12 staffers will support the effort.

Staff Summary

Project Leadership

Trish Settles (AICP), Deputy Director for Regional Collaboration and Community Planning: As Deputy Director, Trish leads CMRPC's community and regional planning efforts, disaster planning, feasibility studies, and exploration of regional shared service efforts, among other projects. She has more than 20 years of experience working with community development organizations in Massachusetts.

Sujatha Krishnan, Deputy Director for Transportation: Deputy Director of CMRPC's Transportation Program, Sujatha has over 20 years of experience in transportation planning/ engineering. She manages development and implementation of multi-modal transportation projects, initiatives, and studies.

Project Manager

Dominique DuTremble, Principal Planner: Dominique manages a wide range of municipal and regional planning projects including master plans, economic development strategic plans, and corridor studies. Her specialties include long-range planning, program development, grant management, and community engagement.

Support staff

Andrew Loew (AICP), Project Manager: Andrew leads CMRPC's community development assistance program, which aids communities with needs assessments, project selection and development, public outreach, grant applications, grant administration, local capacity building, and project implementation.

Kerrie Salwa, Project Manager: CMRPC's lead economic development planner, Kerrie staffs the Southern Worcester County Economic Development Organization and works on Village Center, downtown, and related projects. She has 15 years of economic development experience.

Matthew Franz (GISP), Project Manager: Matt Franz is the GIS (Geographic Information Systems) Analyst at the Central Massachusetts Regional Planning Commission (CMRPC). Mr. Franz provides GIS management, services and support to CMRPC staff, member communities and outside agencies.

Jane Wyrick (AICP), Principal Planner: Jane leads planning projects for zoning bylaws, and co-leads Master Plan development for communities in the region, working with steering committees and Planning Boards. Jane provides resource development for CMRPC and communities in the region by preparing RFP submittals, identifying tasks, and project administration.

Emily Glaubitz, Associate Planner: Emily focuses include housing and long-range comprehensive planning. She has authored and assisted with numerous master plans, housing production plans, open space and recreation plans, and regional studies.

Gabe Trevor, Assistant Planner: Gabe leads local and regional planning with a focus on Land Use and Zoning for suburban and rural communities in Southern Worcester County. Gabe holds experience as an interim town planner and zoning specialist.

Nina Weisblatt, Assistant Planner: As an assistant planner, Nina works with officials, municipal staff, and community residents to identify development opportunities and analyze economic development data. Nina has assisted and authored portions of numerous master plans.

Ryan Saul, Assistant Planner: Ryan has assisted on projects such as Master Plans and Local Rapid Recovery Plans. His role at CMRPC includes municipal correspondence, data collection and analysis, grant writing support, and public outreach.

Sarah O'Brien, Assistant Planner: At CMRPC, Sarah collects and analyzes data for economic development, housing, land use, open space, hazard mitigation, and climate change planning; including the Mendon, Boylston, and Hopedale Master Plan initiatives.

Resumes

See Attached.

Sub-consultants and Request for Proposals

CMRPC does not intend to utilize sub-consultants for this project. No Request for Proposals for sub-consultants has been issued.

Client Reference List

Boylston Master Plan	Paul Dell'Aquila Town Planner, Boylston & Upton	TownPlanner@boylston-ma.gov
Holden Master Plan	Pamela Harding Holden Director Planning and Community Development	PHarding@holdenma.gov (508) 210-5541 1196 Main Street Holden, MA 01520
West Brookfield Master Plan	Rebekah L. Cornell Chair, West Brookfield Planning Board	rebekah01585@gmail.com
Mendon Master Plan	Jack F. Hunter Planning and Community Development Consultant, Town of Mendon	maraeoin03@yahoo.com (508) 858-6203
Rutland Master Plan	David L. George Town Planner & Community Development Coordinator, Rutland	dgeorge@townofrutland.org (508) 886-4100 x3001 246 Main Street Rutland, MA 01543
Hopedale Master Plan	Diana M. Schindler Town Administrator, Town of Hopedale	dschindler@hopedale-ma.gov (508) 634-2203 x213 78 Hopedale Street Hopedale, MA 01747

Timeline

CMRPC is prepared to undertake Phase 1 of the project upon notification of award. The Final Plan will be complete on or before June 1, 2024, with completion slated for spring of 2024.

		Spring 2022	Summer 2022	Fall 2022	Winter 2022- 2023	Spring 2023	Summer 2023	Fall 2023	Winter 2023- Spring 2024
Phase I Tasks: Data Collection									
	Preliminary kickoff Meeting								
	Collect and organize data								
	Presentation of initial data								
	Revisions and comments								
	Presentations of findings								
	Final deliverables								
Phase II Tasks: Engagement									
	Preliminary kickoff meeting								
	Stakeholder interviews								
	Public workshops								
	Plan development								
	Presentation of findings/draft								
	Revisions and comments								
	Final deliverables								
Phase III Tasks: Finalization									
	Preliminary kickoff meeting								
	Plan development								
	Presentation of final draft								
	Revisions and comments								
	Final deliverables								

Scope of Work

CMRPC proposes to assist the Town of Grafton in the development of its Master Plan by providing the following services:

- Data Collection, Research, and Analysis
- Community Engagement
- Vision, Goals, Objectives, and Strategy Articulation
- Plan Development
- Publication

Planners understand that community leaders and residents have a wide range of abilities and preferences with regard to interacting with, and providing input into, planning processes. A wide-reaching strategy will be developed to inform community leaders and the public alike of the progress of the planning process and opportunities to learn about and participate in the plan development. CMRPC has extensive experience gathering community input as a critical component of a municipal planning process. These two components will be woven together to accomplish the desired levels of community information and community participation.

CMRPC will work with the Planning Board to design a coordinated effort to gather community input from a diverse population of community stakeholders. Beginning with the most basic community input methods, staff will work with the Board to develop a survey that is both focused enough to gather specific input but also broad enough to allow for creative and unrestricted responses. The developed survey can be promoted and deployed in a wide variety of formats and venues. CMRPC, with the Planning Board, will explore a variety of print materials, social media (Facebook, Twitter, YouTube), email communications, press strategy, promotional events, and public information. CMRPC will facilitate community information and engagement and day-to-day interaction with municipal leaders and the Planning Board, as well as coordinate overall plan development.

Plan Elements

Plan Development

The CMRPC project team will develop the comprehensive plan update as per the requirements of MGL Chapter 41, Section 81D and the RFP. We will employ the following strategies in assembling data and other information that will inform the preparation of the plan:

- Collect the most up-to-date information from the U.S. Census and other sources for demographic, economic, housing, environmental, land use, health, and fiscal data. We will provide the Town with a set of data visualizations, graphs, and maps that will display findings during our series of Master Plan meetings with the community.
- Evaluate existing and projected land use and development patterns in Grafton to determine whether specific land uses are appropriate to, and sufficient for, the goals for growth and preservation in town.

- Collect relevant base data such as maps, previous and current plans, reports, and municipal data such as GIS, assessor's data, tax data, town-owned land information, utility and infrastructure information, etc. from municipal officials. Current and prior plans will be evaluated and interviews with officials conducted to determine if there are relevant goals, policies, and action items that should be carried forward.
- Direct field work to assemble relevant inventories, conduct fact checks, and assess the condition of infrastructure and buildings. Run primary research such as citizen surveys.
- Assemble and evaluate primary data such as the results of citizen surveys, interviews, and field work.

Community Engagement

Community engagement is essential to effective planning processes. It is the basis upon which CMRPC conducts its planning work- community desires, preferences, and needs directly inform the goals and objectives of the Master Plans we develop. Community engagement will serve as the foundation of the Grafton Master Plan update. This will take a variety of forms, allowing us to capture a broad and diverse perspective.

- CMRPC will develop and disseminate a community survey using a variety of outreach tools. The survey will be available online and in paper format.
- CMRPC will coordinate stakeholder interviews as identified in the Phase II preliminary kickoff meeting. We will use discussion prompts and questions for the stakeholder interviews specifically tailored towards the stakeholder and relevant preliminary analysis.
- CMRPC will coordinate public workshops as identified in the Phase II preliminary kickoff meeting. This will consist of both a formal presentation to frame discussion followed by public input and informal discussion.
- Eye-catching flyers will be created for broad dissemination to attract appropriate audiences to public participation and information events.
- A continuous media strategy utilizing print, radio, and television media will be developed to highlight the entire process and inform residents and community leaders of planning progress and opportunities for involvement.
- A calendar of community events will be compiled to reach a broad community but also to reach specific segments of the populations. A simple display with basic process information and with tools for gathering input will be developed for use at public events such as farmer's markets, school fairs, festivals, and other local gatherings.
- A website will be produced to host information on the process but also to collect information.
- A social media strategy will be designed, integrated into the overall public involvement strategy, and coordinated in compliance with all State Open Meeting Laws and Public Records Laws.
- The strategy to fully inform and involve the community will facilitate broad stakeholder buy-in with seamless adoption of the final plan.

In past master planning projects with Central Massachusetts towns, CMRPC has used community surveys, forums, small group focus workshops, Facebook, email newsletters, mailings, electronic signs, select events hosted by local organizations, fairs, school events, posters, flyers, holiday celebrations, radio and print news, one-on-one meetings with municipal staff and community leaders, and a customized website to keep the community informed about the progress of the planning effort.

Existing Conditions

The development of a baseline dataset of existing conditions is a key initial step in the Master Plan process. The CMRPC team will work closely with municipal officials including Town staff and the Planning Board to conduct an inventory of current conditions and accomplishments of prior planning efforts such as:

- Progress on goals, objectives, and actions from prior plans
- Inventories of existing boards, commissions, staffing, and other municipal officials
- Inventories and conditions of municipal buildings, facilities, services, and lands including infrastructure
- Baseline data for housing, economic indicators, traffic conditions, health indicators, et. al.
- Current inventories of natural, cultural, open space, and recreational resources
- Public perception on the status of each Master Plan topic (housing, public facilities, traffic/circulation, etc.) to identify strengths and weaknesses in the community

CMRPC will coordinate and conduct targeted interviews with Grafton municipal officials, board and committee members and other community leaders.

Vision, Goals, Objectives, and Actions

Based on assessing existing conditions, reviewing, and analyzing collected data, reviewing prior and current planning initiatives, conducting interviews, analyzing public input, and other information, CMRPC will work with the Planning Department and Planning Board to begin to develop a vision for Grafton and use this vision to develop specific goals, objectives, and action items for each of the plan elements. These goals, objectives, and actions will be further refined by CMRPC and the Board.

Land Use

The Land Use element addresses many fundamental items in a Master Plan. It describes land use in relation to natural features such as topography, soils, geology, groundwater recharge, streams, floodplains, wetlands, and woodlands. It includes maps of existing and proposed development in relation to current and proposed zoning bylaws and recommends standards for development densities.

In developing the land use element for Grafton's Master Plan, CMRPC will analyze existing and historic land use patterns, local development regulations and policies, review the Town's Priority Development Areas (PDAs) and Priority Preservation Areas (PPAs) (as identified in the Blackstone Valley Prioritization Project in 2012), and identify the Town's goals and objectives for future growth, development, and re-development. This element serves as a cornerstone for the other elements that follow by identifying important community issues such as infrastructure availability, existing land uses, and resources that help

craft future land use policies. With this information in hand, the land use element will provide recommendations related to ensuring future compatibility between residential and commercial/industrial development as well as guiding land preservation efforts. CMRPC will review key historical planning documents such as the 2001 Master Plan, the Heritage Landscape Inventory, the Hazard Mitigation Plan and other documents.

GIS mapping will provide existing land use information based on:

- MassGIS Land Use Data
- Grafton Assessors Data
- Mass Audubon's Losing Ground database
- Drone Aerial Imagery

This information will help CMRPC examine land-use patterns and we will share this information with the community accordingly as part of this element. CMRPC staff will provide an assessment of the Town's current zoning bylaw and recommendations for changes will be provided as part of a set of implementation actions. We will inventory and conduct a build-out analysis and explore the impacts of growth and various land use options. Sub-areas such as North Grafton, South Grafton, neighborhoods, the Municipal Center, and business and industrial areas will be emphasized.

Housing

The housing element of the Master Plan will review and describe historical housing development patterns, existing housing characteristics, and current and projected housing needs. This element will mimic some parts of a housing production plan as regulated by the Massachusetts Department of Housing and Community Development. We intend to plan for how Grafton can make progress towards the State's desired goal of 10% subsidized or affordable housing. Our efforts will go beyond the discussion of affordable housing and address the broader issues connected to housing needs in Grafton. Working with community input regarding who has historically lived in town, who currently lives in town, and who may or may not be able to live in town, a strategy with well-iterated goals and objectives will be developed. CMRPC planners will review zoning code, assess land use, housing needs, affordability gaps, infrastructure, market opportunities and challenges, and alternative styles of housing (e.g., Airbnb, over 55, co-housing, and assisted living) to develop planning approaches and recommendations that will move Grafton in the direction of its vision for housing and land use.

CMRPC has access to a wide variety of tools including the Massachusetts Housing Data Portal (<http://www.housing.ma>). This tool is helping communities plan for the housing needed to create a vibrant and economically competitive Commonwealth. Additionally, we can draw industry data from the Warren Group Town Stats package to generate statistical reports, charts and graphs that describe median sales, number of sales, market trends and other demographics. And while the focus will remain on the Town of Grafton, regional and state contexts will be brought to the conversations for consideration.

Economics

CMRPC keenly understands the importance of economic development in the Town of Grafton, particularly in its ability to generate additional commercial and industrial tax revenue and provide relief to residential taxpayers. Economic development methods and practices have changed significantly since the 2001 Master Plan was completed. CMRPC staff are knowledgeable and experienced in the latest economic development programs and practices. CMRPC staff are well connected to the key agencies and offices of the state and federal government that provide funding and technical assistance to local communities. We will employ these connections to develop specific policy recommendations and actions that closely fit the needs of the Town of Grafton.

In developing the Town of Grafton's Economic Development Master Plan Chapter, CMRPC will provide the following elements:

- An assessment of Grafton's current economic base, including, but not limited to, inventorying employment and demographic trends such as the Town's labor force (employment, unemployment), the number and type of jobs in Grafton (which will also help to understand the Town's "daytime population"), employment based on the types of jobs (workforce employment by sector), and wages of Town of Grafton residents. CMRPC will collect this over various periods in order to understand and assess employment-related trends. We will then provide a current year comparison of employment and wages of Grafton residents and a set of compatible communities. We will include an assessment of where residents of Grafton and neighboring towns work using the latest "Journey to Work" data available by the CMRPC Transportation Department. CMRPC will provide recommendations regarding how Grafton can expand its tax base aligned with the vision and goals of the community through the addition of new jobs.
- The plan will include data and an assessment related to a measure of wealth by describing the earnings of Grafton residents in areas of per capita income, median household and family incomes as well the percent of people for whom poverty status is determined.
- Information on education attainment levels and trends for residents 25 years and over will be provided.
- An assessment of the contribution to the local tax base (compared to compatible communities) will be included. This assessment entails an inventory of commercial and industrial tax receipts (and a percentage of the total tax levy for both) for the Town of Grafton in detail and provide a summary to determine how Grafton equates with the compatible communities.
- CMRPC will include an assessment of vacant and developable land zoned industrial or commercial. We will utilize our local knowledge of the Town's industrial and commercial zoning stock. We will include the available acreage and calculate potential floor space (square feet) based on FAR requirements and calculate potential new jobs (using 4 employees per 1,000 square feet as the multiplier). Finally, we will include an assessment of buildout opportunities in the Town's identified Priority Development Areas (PDAs).
- CMRPC will conclude the economic development chapter with Grafton's economic development goals, objectives, and recommendations based on input from Town officials, resident and business sector input, best practices, and CMRPCs economic development knowledge and

expertise. The plan will include a section on tools and resources available to the Town to help guide implementation. Finally, a GIS map highlighting economic development opportunities / actions will be provided.

Traffic and Circulation

The Traffic and Circulation section of the Master Plan will document the current transportation system in the Town of Grafton. Data such as traffic counts, safety (crash locations), sidewalk, bicycle, freight, and transit/paratransit data will be compiled to better understand the current transportation related strengths and weaknesses of the town.

- Understanding the socio-economic trends plays a crucial part in establishing transportation needs and options. To that affect, breakdown of population and employment such as low income, minority, elderly, zero car households, retail, industrial, and commercial employment help us better map the transportation needs of the community. Also, a comparison of current and future socio-economic trends including population, employment and household growth will be done to understand the tie between land use and transportation. This will help determine current and future trip making patterns, daytime/nighttime population and roadway traffic conditions to help determine residents trip making behavior and roadway congestion.
- This proposal will take into consideration the current planning efforts by the Town of Grafton like the identified Priority Development/Priority Preservation Areas and the associated infrastructure needs. Also, the transportation projects planned by the Town at the local level, and regional level projects listed on the Transportation Improvement program and the Regional Transportation Plans will be included.
- Transportation infrastructure recommendations will be provided to match Grafton's vision. Operations and management strategies will be investigated to offset expensive roadway infrastructure improvements. Recommendations will also include concepts such as Complete Streets, Access Management considerations, and access to essential services.

Resources and Public Facilities

The Resources and Public Facilities element will provide an inventory of the significant natural, cultural, and historic resources in the Town of Grafton and will identify recommendations, policies, and strategies for the protection and management of these resources. The existing conditions section will inventory historic resources, archaeological resources, scenic landscapes, culturally significant landscapes, and cultural organizations. CMRPC will include the set of Priority Preservation Areas (PPA), identified by the Town of Grafton as part of the Blackstone Valley Prioritization Project (2012), in our inventory and assessment for this element. CMRPC will incorporate and update the assessment of the set of Grafton's Heritage Landscapes identified in the Grafton Reconnaissance Report. Portions of this data, recommendations, and implementation items will be drawn from the newest Open Space Plan.

Our inventory and assessment work will also include the following:

- Information on protection efforts related to Grafton's open space inventory.

- Data on protection of the Town's natural resources including incorporating the data made available of the Town of Grafton's BioMap2, Priority Habit Areas, and from Mass Audubon's updated Losing Ground database.

Tying into our work in preparing the Town of Grafton Hazard Mitigation Plan, we will provide an inventory and analysis of natural hazards and incorporate the Town's set of actions and strategies related to mitigating potential impacts into this master plan element.

Our analysis will assess the level of existing protection of the various resources and then CMRPC will conclude the Resources and Public Facilities element with a set of goals, objectives and recommendations. We will have a section on tools and resources available to the Town to help guide implementation. Finally, CMRPC will provide GIS maps reflecting the various natural, cultural and historic resources, along with a recommended set of opportunities / actions.

The Open Space and Recreation component of this element will be primarily accomplished through the 2020 Open Space Plan. The Open Space planning process included focused outreach and in-depth data, which CMRPC will update for the Master Plan through additional public input as needed, incorporating timely goals, objectives, and action items. Drawing from the Open Space Plan will help reduce redundant efforts by the Master Plan Update. The Open Space and Recreation Element will include the following:

- Existing recreational and open space parcels will be inventoried including ownership and level/type of protection.
- Recreational facilities and equipment will be inventoried including age and condition.
- Parks, open space, and other recreational assets will be assessed based on standards for such assets utilizing NRPA Areas and Facilities Standards and guidance from the Massachusetts State Comprehensive Outdoor Recreation Plan (SCORP) and recommendations for facilities per capita.
- Our approach will provide for any recommended improvements to be designed to accommodate project population trends.
- The Plan will include a section on trails, including an assessment of the protected status of the trails and recommendations on permanent preservation.

The chapter will include GIS mapping of existing facilities and future needs and will highlight priority park improvements and open space protection efforts, tying in the Town's identified Priority Preservation Areas (PPAs) from the Blackstone Valley Prioritization Plan.

Municipal Facilities and Services, Emergency Management, and Communications

Municipal Facilities and Services

CMRPC will assemble and analyze data required to prepare a comprehensive Municipal Facilities and Services element as part of the Town of Grafton's updated Master Plan. All Town projects currently underway or in the planning stage will be incorporated into this assessment. The scope of this element will include municipal services, public safety, municipal and school buildings, plus essential infrastructure such as water, wastewater, stormwater, and solid waste disposal.

CMRPC will provide recommendations to assist the Town with the integration of community facilities with its recreation, housing, and economic development priorities. By examining current and future needs forecasts based on build-out scenarios and projections along with recognized standards and guidance (such as from the Massachusetts Executive Office of Elder Affairs for Senior Centers and the Massachusetts Board of Library Commissioners for Libraries), the Town of Grafton will be better positioned to develop and implement capital improvement planning initiatives. CMRPC will coordinate the needs data with our proposed Master Plan Implementation program. CMRPC believes it is important to have a thorough understanding of how and where public services and facilities are provided so that the future growth can be distributed in the most efficient manner possible, especially in an age of municipal fiscal constraint.

CMRPC will also inventory all existing e-government services provided by the Town of Grafton for its citizens. We will make recommendations and develop an action plan for the Town to increase such e-government services to bring Grafton in line with compatible communities, based on demographics and population, in the delivery of 21st century e-government services. We will look at ways such services could be cost neutral to the Town's operating budget. E-government services are a key component in the service delivery and operations aspects of municipal governance since greater productivity, efficiencies, and the provision of additional information to citizens and the business community will result. Finally, CMRPC will provide a series of GIS maps that identify present facilities on one map and potential future public facilities on a second map.

Emergency Management

The emergency management sub-element will review the services of Grafton's Emergency Management Agency and the Grafton Hazard Mitigation Plan (HMP) to identify natural and other hazards facing the Town of Grafton. Building upon the 2016 HMP, CMRPC will review and assess the vulnerabilities of the Town's critical facilities, infrastructure, residents, and businesses, and present recommendations on how to mitigate the negative effects of typical hazards. This process will include:

- Data collection and technical review.
- Identification of natural hazards impacting the Town through review of available information from various sources. These include federal and state reports and datasets, existing plans, and potentially engineering documents.
- An assessment of risks and vulnerabilities primarily using geographic information systems (GIS) to identify the infrastructure (critical facilities, public buildings, roads, homes, businesses, etc.) at the highest risk for being damaged by hazards, particularly flooding. Local knowledge imparted by town officials, staff, emergency management volunteers and others will strongly inform this element.

Telecommunications, Internet Access & Digital Technology

As technology changes around us, so do our master planning needs. Increasingly, communities are incorporating master plan elements concerning telecommunications, internet access, and digital technology. The availability of communications technology affects many aspects of community

development, from the ability to attract site selectors for development projects to effective emergency management procedures. As a component of the Master Plan update, CMRPC will:

- Identify trends and emergent best practices in municipal telecommunications and related technologies.
- Assess existing telecommunications, internet, and digital technology resources and assets.
- Identify potential infrastructure gaps and weaknesses.
- Suggest recommendations to retroactively and proactively address telecommunications, internet, and digital technology needs.

Health, Wellness & Quality of Life

The final element of the Master Plan will concern health, wellness, and quality of life. This element will identify regional resources and assets, local resources and assets, and include an assessment of gaps and weaknesses. We will collect public health data and indicators on the most granular level available, with as much of a local focus as possible. CMRPC will use this data and assessment to inform goals, objectives, strategies and activities to improve health, wellness, and quality of life for Grafton residents. We will look at topics such as promoting healthy lifestyles, strengthening behavioral health services, preventing chronic diseases, promoting safe school environments and healthy behaviors, and access to health care. Additionally, we will look at issues and themes identified in the community survey and other engagement efforts, with possible topics to include housing, food access, transportation, schools, diversity, and communication.

Implementation Plan

CMRPC will work with the Town of Grafton staff (particularly the Town Planner) and the Planning Board to prepare an Implementation component designed to assist the Town of Grafton in achieving the goals, objectives, and recommendations of the updated Master Plan. To maximize full implementation of the updated Grafton Master Plan, CMRPC's implementation program will:

1. Based upon direction of the Town of Grafton, as well as input received from public meetings and throughout the planning process, identify conflicts and/or potential issues between the various master plan elements, and prioritize the set of actions and recommendations relative to each Master Plan element.
2. Develop a short (within 1-3 years), mid-term (3-5 years), and long-term (5+ years) phased action plan to implement recommended programs and policies for each Plan element based upon the plan's identified goals and objectives.
3. Identify a schedule for potential changes to the Grafton zoning bylaw and other local land use regulations (e.g., subdivision regulations) based on the regulatory assessment conducted in the Land Use and other plan elements.
4. Prepare a schedule, in the form of a Gantt chart, of all recommendations, including capital improvements, with a range of potential costs and potential revenue sources (including various grant sources). The schedule of recommendations will identify those actions items that can be

implemented with minimal resources. CMRPC will rank these based on the timeframe identified in Step #2 and for the least impact on the Town's budget.

5. Identify entities (including those entities outside of the Town of Grafton governmental structure) responsible for implementation of specific plan element recommendations and discuss with each entity a process for determining coordination of implementation. The final text will include an implementation coordination plan.
6. Develop recommendations for the Town to adopt a process to ensure regular review and updates regarding the status of implementation for the various Master Plan element goals and action items. CMRPC will recommend the Town of Grafton create a Master Plan Implementation Committee once the Master Plan is adopted. The Master Plan Implementation Committee will report regularly to the Planning Board, Town Administrator, and the Board of Selectmen and prepare an annual progress report to the Town.

Project Approach

In all endeavors, CMRPC strives to advance equity and inclusion. Our community-driven planning processes prioritize stakeholder knowledge and desires. In a CMRPC planning process, stakeholders do more than provide input: they envision, make decisions, and manifest plans. CMRPC works to facilitate broad and inclusive planning processes, capturing the full spectrum of perspectives and needs. We strive to engage all demographics and backgrounds, especially disadvantaged populations. A mix of traditional and innovative outreach methods facilitates inclusion. Our approach will include input from various boards, stakeholders, and the public.

Beginning at project initiation, CMRPC will work to raise awareness of the Master Plan update and planning process. This will include marketing and promotional activities, including the development of a Master Plan website, social media marketing, outreach to traditional media sources, and other avenues. We will cultivate interest in the master planning process while conducting Phase 1 data collection and work to engage the public in the public meetings with the Planning Board and other key stakeholders. **Phase 1 will include three public meetings: the project kickoff, presentation of initial data, and presentation of findings. These meetings will be regularly scheduled meetings of the Planning Board unless the Town desires otherwise.** Hybrid meeting options and Community Access television recordings may be used to extend participation.

Phase 1 will include significant outreach to local boards and commissions. The initial review of prior plans will result in compilation of prior planning recommendations. This compilation, or "Benchmark Review," will be circulated to staff, Boards, and Commissions so that they can provide an update on which recommendations have been accomplished, and which are still relevant or need implementation.

In Phase 2, CMRPC will launch an even more robust community engagement strategy. Promotional activities will continue through the duration of Phase 2, but the outreach efforts will incorporate more direct input mechanisms. **A community survey will serve as the starting point for primary data collection and broader public input.** Working with the Planning Department and Planning Board, CMRPC will

develop a community survey to solicit input on the vision and goals of the prior master plan, and identify needs, preferences, and opportunities for the master plan elements.

Public workshops and charettes will also serve as an important method of collecting community input in Phase 2. **CMRPC will convene two workshops in Phase 2, the details of which will be determined at the Phase 2 Preliminary Kickoff Meeting.** There are a number of options for public workshops, including a traditional community visioning session informed by the results of the community survey, a fully remote visioning session, or a hybrid meeting. There are various options for visioning exercises and breakout sessions. Whatever model is selected, CMRPC will provide a mechanism for anonymous public comment.

In Phase 2, CMRPC will also conduct stakeholder interviews. These interviews will serve as a detailed and nuanced source of community information. The project team will conduct a minimum of 10 interviews, with additional interviewing as needed to provide a thorough understanding of local conditions, needs, and opportunities. A list of stakeholders for interview will be determined through consultation with the Planning Board and Planning Department. Often, such lists include local developers, business owners, community leaders, the staff of local nonprofit organizations or community groups, and others.

Outside of the public workshops/ charettes, CMRPC will participate in at least two public meetings in Phase 2: the Preliminary Kickoff Meeting and Presentation on Findings meetings, the latter of which will occur at the conclusion of Phase 2. For the Presentation of Findings, CMRPC will organize the Phase 1 and Phase 2 findings into a rough draft of the Master Plan. The general structure of the plan, narratives, data and analysis will be the primary focus of this phase. CMRPC will promote the Presentation of Findings meeting through various methods, including social media and local outreach (e.g., electronic signs, social media, print flyers, town website). **Boards and staff will be a particular focus of engagement at this level. Following the presentation, with approval of the Planning Board, the project team will circulate the findings to relevant staff, boards, and commissions for their preliminary feedback.**

Phase 3 will focus on development of conclusions, recommendations, and an actionable plan for implementation. **This final phase will include two public meetings: a Preliminary Kickoff Meeting and Presentation of Final Draft.** CMRPC will work with staff and the Planning Board to finalize plan deliverables and identify implementation priorities, costs, resources, and responsible parties. Additional community engagement will be conducted as needed to inform recommendations, clarify existing conditions, and finalize the plan. **Boards and staff will again be a particular focus of engagement. The project team will circulate the Final Plan deliverables to relevant staff, boards, and commissions for their preliminary feedback, and revise the final deliverables accordingly. Following review of the deliverables by the Planning Board, the project team will hold the Presentation of Final Draft of the plan.** CMRPC will work with the town to promote these meetings to the public. Any final comments or revisions identified at this meeting will be promptly addressed and revised.

Bidder Contact Information

Trish Settles, Deputy Director, RCCP
Central Massachusetts Regional Planning Commission
1 Mercantile Street, Suite 520 Worcester, MA 01608
Office: (508) 459-3320
Office Fax: (508) 792-6818
tsettles@cmrpc.org



EDUCATION

Massachusetts Institute of Technology, Cambridge, MA (2004), Community Fellow

Tufts University, Medford, MA (1994), Master of Arts in Urban and Environmental Policy

University of Missouri-Columbia, Columbia, MO, Master of Science in Geology

Washington University in St. Louis, MO, Bachelor of Arts in Earth and Planetary Sciences

AFFILIATIONS AND ACTIVITIES

Massachusetts Rural Policy Advisory Commission, 2016

Worcester Regional Food Hub, Advisory Board, 2019

Central Mass Grown, Treasurer, 2013

American Institute of Certified Planners, 2011 to present.

American Planning Assoc., Member, August 2004 to present

Massachusetts Assoc. of Planning Directors, 2011 to present.

Stow Municipal Affordable Housing Trust / Partnership, Member, 2005 to 2016

TRISH SETTLES, AICP

1 Mercantile Street, Suite 520 | Worcester, MA 01608 | (508) 459-3320 | tsettles@cmrpc.org

PROFESSIONAL EXPERIENCE

Deputy Director, Regional Collaboration & Community Planning; Central Massachusetts Regional Planning Commission

April 2008 — Present

Worcester, MA

- Coordinate the activities of CMRPC's talented and diverse staff of planners as they assist the 40 communities in Southern Worcester County in the fields of economic development, housing, land use, open space, recreation and natural resources planning, hazard mitigation and climate change planning as well as comprehensive master planning efforts.
- Coordinated efforts to explore opportunities to regionalize municipal services between jurisdictions, and procure goods and services in a manner most advantageous to our constituent communities.

Executive Director, part-time; Marlborough Community Development Corporation

May 2004 — April 2008

Marlborough, MA

- Coordinated a community planning process for the new Assabet River Rail Trail.
- Developing necessary policies, procedures and systems for a start-up CDC and increased revenue from \$33,000 to \$92,000 and grew membership over 100% in just one year.

Associate Faculty; Lincoln Institute of Land Policy

April 2004 — January 2006

Cambridge, MA

- As a member of a team of experienced faculty from around the country, shared information with convened 1- and 2-day intensive workshops related to building capacity related to GIS.

Director of Community Development; Dudley Street Neighborhood Initiative, Director of Community Land Trust; Dudley Neighbors Inc.

January 1998 — July 2004

Roxbury, MA

- Managed the day-to-day operations of the nation's only community land trust empowered with eminent domain authority.
- Developed and utilized urban planning tools such as physical and computer models, community surveys, and demographic analyses. Designed and facilitated community planning and design charrettes to solicit community input into complex community revitalization efforts. Led efforts to incorporate transit oriented development, open space, green building design, environmental justice, and regional equity into community planning.
- Formalized community review of all housing and commercial projects using a community impact assessment tool to assess positive and negative impacts. Established community housing standards and facilitated the community review of land use planning, architectural design and financing and affordability of over 200 units of housing.

Environmental Organizer; Dudley Street Neighborhood Initiative

June 1993 — December 1997

Roxbury, MA

- Invoked the Massachusetts Contingency Plan (MCP) Public Involvement Process for community hazardous waste sites.
- Integrated environmental justice understanding into multiple aspects of ongoing work. And negotiated the assignment of a Supplemental Environmental Program that resulted in the cleanup of a hazardous waste site and the construction of a community run-commercial greenhouse.

Consulting Geologist

1988-1992

San Francisco, CA; Boston, MA, Acton, MA

- Managed field investigations for state Superfund projects, environmental site investigations, risk assessments, and remediation strategies.
- Coordinated design and implementation of ground water and soil sampling investigations.



SUJATHA MOHANAKRISHNAN

2 Washington Square | Worcester, MA 01605 | (508) 459-3335 |
sujatha@cmrpc.com

PROFESSIONAL EXPERIENCE

Transportation Project Manager; Central Massachusetts Regional Planning Commission

January 2008—Present

Worcester, MA

- Led the 2016 Long Range Transportation Plan “mobility2040”
- Co-managed the Worcester Regional Mobility Study to improve the movement of people and goods through the urban core of Central Massachusetts
- Managed the Central Massachusetts Evacuation Plan to develop a tool-kit for planning and managing regional level evacuation through Worcester County.
- Led the Pavement Management System Plan for Millbury, West Boylston and Northbridge.
- Developed the Access Management Plan for three different types of corridors (mixed-use residential/retail, commercial and developable) in the Central Massachusetts Region.

Transportation Engineer III; Toledo Metropolitan Area Council of Governments

July 2006 — January 2008

Toledo, OH

- Served as technical lead for the Integrated Transportation Database (ITD) integrating the ODOT linear referencing system with the local GIS system/s.
- Worked on Congestion Management Process and Safety Work Plan.
- Facilitated and staffed the System Performance and Monitoring committee.
- Responsible for coding and analyzing proposed alternatives for the 2035 On the Move - LRP
- Developed a Pavement Management System for City of Toledo.

Transportation Engineer II; Toledo Metropolitan Area Council of Governments

July 2004 — June 2006

Toledo, OH

- Developed traffic forecasts using TRANPLAN/TP+ to facilitate roadway constructions and improvements in TMACOG’s Transportation Planning Area.
- In charge of the TMACOG’s annual Traffic Counting Program.
- Created TMACOG traffic request policy, streamlining the procedure to request traffic projections.
- Led projects related to the development of the Traffic flow map using ArcMap 8.2.

Transportation Engineer I; Toledo Metropolitan Area Council of Governments

June 2001 — June 2004

Toledo, OH

- Maintained Travel demand model up-to-date and provided traffic projections.
- Wrote technical reports for Transportation Improvement Programs and Long Range Plan Updates.
- Involved in generating the new federal aid urban boundary following the release of the 2000 Census.
- Responsible for generating the functional classification map.

Transportation Planner; South Central Regional Council of Governments

October 1999 — June 2001

Connecticut

- Built a simulation model using CORSIM and TRAFVU for the I-95 corridor.
- Built a world-class transit network model in MINUTP to access the impact of new transit to relieve congestion along the I-91 and I-95 corridors in the region.
- Responsible for geocoding different transit stations using ArcView 3.2



EDUCATION

University of Toledo

Toledo, OH (1999)

- Master of Science in Civil
Engineering

Osmania University

India (1998)

- Bachelor of Engineering in
Civil Engineering

AFFILIATIONS

- ITE: Institute of
Transportation Engineers,
International Organization

- ITE: Institute of
Transportation Engineers,
Massachusetts

COMPUTER SKILLS

CUBE/VOYAGER

TP+

TRANPLAN

MINUTP

TRANSCAD 5.0

Cartegraph

TSIS 4.32

CORSIM

HCS 3.1

ARCVIEW 10.x

MAPINFO 6.0

FORTRAN

Pascal

BASIC

FoxPro 5.0/6.0

Dbase

REFERENCES ARE
AVAILABLE UPON
REQUEST



DOMINIQUE DUTREMBLE

1 Mercantile St, Suite 520 | Worcester, MA 01602 | (207) 798-0524 |
ddutremble@cmrpc.org

PROFESSIONAL EXPERIENCE

Central Massachusetts Regional Planning Commission

- **Principal Planner** Nov. 2020 – present; Nov. 2018 – Aug. 2019
- **Associate Planner** April 2017 – Nov. 2018
- **Assistant Planner** July 2015 – April 2017
- **Planning Assistant** July 2014 – July 2015
- **Planning Technician/ Intern** July 2013 – July 2014

Worcester, MA

Long-range and economic development planner managing a wide range of municipal and regional planning projects including master plans, thematic plans (economic development, energy sustainability, corridor studies), and policy analysis. Specializing in long-range comprehensive planning, program development, grant management, and community engagement.

Indian Institute of Corporate Affairs, National Foundation for CSR

American India Foundation (AIF) Clinton Fellow

September 2019 – July 2020

Manesar, Haryana, India

Full-time Fellow/ Senior Research Consultant at the National Foundation for Corporate Social Responsibility, an institution housed at the Indian Institute of Corporate Affairs in Haryana, India. Led and contributed to studies on Corporate Social Responsibility (CSR), microfinance, self-help groups, and public sector enterprises. Assessed microfinance schemes for Ministry of Tribal Affairs. Co-managed fieldwork/ logistics for survey team (surveying 700 women across 10 villages). Revised CSR policies according to best practices and corporate business models. Prepared research proposals, research plans, surveys, questionnaires, presentations, and studies.

Worcester Business Development Corporation

Economic Development Intern

February 2013 – June 2013

Worcester, MA

Part-time intern for quasi-governmental business development organization. Inventoried downtown commercial and residential space for potential business improvement district. Prepared case studies and program briefings for senior staff and partners. Produced RFPs, press releases, and print advertisements.

Town of Auburn, Massachusetts

Departmental Aide; Intern to the Town Manager

June 2012 – February 2013

Auburn, MA

Full-time/ part-time Intern to the Town Manager; intermittent departmental aide. Analyzed municipal policies, bylaws, contracted services, collective bargaining agreements, and financials. Clerked for Police Department, Board of Health, and Department of Public Works.

Office of Senator Olympia Snowe

Constituent Services Intern

January 2009 – May 2009

Portland, ME

Part-time intern in the State office of the Senator. Connected constituent callers with government resources. Coordinated with state and federal agencies to ensure positive outcomes. Logged telephonic and written communications following senate votes.



EDUCATION

Clark University:

*Master of Arts
Community Development
and Planning, 2015;*

*Bachelor of Arts
Political Science, 2013*

SKILLS

- Comprehensive planning
- Economic development planning
- Policy analysis
- Impact assessment
- Fieldwork and logistics
- Community engagement
- Business development
- Facilitation
- Grant writing
- Proposal writing
- Project management
- Strategic communications
- Cross-cultural communications
- Managing teams

**REFERENCES ARE
AVAILABLE UPON
REQUEST**



ANDREW LOEW, AICP

1 Mercantile Street, Suite 520 | Worcester, MA 01608 | (508) 459-3339 |
aloew@cmrpc.org

PROFESSIONAL EXPERIENCE

Project Manager, Principal Planner
Central Massachusetts Regional Planning Commission
Worcester, MA

June 2016 — Present

- Lead CMRPC's community development assistance program to aid communities with needs assessments, project selection and development, public outreach, grant applications, grant administration, local capacity building, and project implementation
- Manage Community Development Block Grant (CDBG) projects and subgrantees to include infrastructure design and construction, facilities design and planning, environmental studies, microenterprise assistance, social services, and housing rehabilitation
- Developed eight FEMA-funded municipal natural hazard mitigation plans, including hazard and critical facilities research, public outreach, and plan writing, and created a MEMA-approved plan format used by more than thirty other cities and towns
- Coordinate team that leads Municipal Vulnerability Preparedness (MVP) workshops and reports for more than a dozen communities (some ongoing)
- Provide planning and public engagement services, ranging from community master planning and capital planning to shared municipal services and regional brownfields planning and assessment

Principal Grant Writer & Coordinator;
City of Worcester, Massachusetts
Worcester, MA

2015 — 2016

- Identified and developed applications for public and foundation grants on behalf of City agencies, including City Manager, Planning, Police, Fire, Public Works & Parks, and Economic Development
- Led or contributed substantially to competitive grants totaling over \$4 million from US HUD, FEMA and DOJ, Mass. DHCD, EOPSS and EOHHS, and others

Principal Planner, Senior Planner/Specialist, Planner;
Pioneer Valley Planning Commission
Springfield, MA

2010 — 2015

- Managed Community Development Block Grant (CDBG) programs for several cities and towns, including planning, engineering, and construction projects and housing rehabilitation programs: conducted procurement, compliance review and project management activities
- Won nearly \$7 million in competitive small-cities CDBG funds for the towns of Agawam, Charlton, East Longmeadow, Hardwick, Leicester, North Brookfield, Spencer and Ware, leading project development, public outreach, environmental review, budgeting and grant writing
- Coordinated or conducted short-term plans including facility location studies, foreclosed property plans, bike share plan, and slum and blight surveys

Assistant Statewide Brownfields Coordinator;
Mass. Department of Environmental Protection
Boston, MA

2006 — 2010

- Led MassDEP's successful effort to obtain \$1 million in competitive brownfields assessment funding from US EPA, the first of its kind awarded to MassDEP
- Assisted municipalities with evaluation of suspected brownfield sites and potential assessment, cleanup and redevelopment resources

Instructor, Teaching Assistant; McGill University
Montreal, Canada

2004 — 2005

- Prepared and taught short courses in planning-oriented GIS and cartography



EDUCATION

McGill University
Montreal, Quebec
-Master of Urban Planning

University of Chicago
Chicago, IL
-B.A. in Latin American
Studies

AWARDS

-NADO Innovation Award:
Pioneer Valley Regional
Brownfields Plan (2013)
-Governor's
Commonwealth Citation for
Outstanding Performance
(2010)

PROFESSIONAL ASSOCIATIONS

- American Institute of
Certified
Planners (AICP
#249428)
- American Planning
Association

REFERENCES ARE AVAILABLE UPON REQUEST



EDUCATION

*Framingham State
University
Framingham, MA*

- Masters of Public
Administration (2018)

*Westfield State College
Westfield, MA*

- Bachelors of Science:
Geography and Regional
Planning (1997)

SKILLS

- Microsoft Word,
PowerPoint, Excel,
Publisher
- CoStar
- GIS
- Wordpress
- Grant writing
- Interviewing
- Presentations
- Public outreach
- Report Writing
- All Social Media

**REFERENCES ARE
AVAILABLE UPON
REQUEST**

KERRIE CARNES SALWA

1 Mercantile St. | Worcester, Ma 01608 | (978) 549-5648 | ksalwa@cmrpc.org

PROFESSIONAL EXPERIENCE

Principal Planner; Central Massachusetts Regional Planning Commission

May 2018 — Present

Worcester, MA

- Led projects such as the Centech Park North Master Plan update, Rutland Heights Marketing Plan, Upton Center Master Plan, Upton Economic Development Strategic Plan, Barre Economic Development Plan, Spencer Gateway Improvement Plan and Webster/Dudley Corridor Study.
- Worked with junior staff members on Economic Development Initiatives and opportunities available throughout the Commonwealth
- Major responsibilities have included municipal correspondence, data collection, website design overview, report writing, and public outreach. Primary focuses have been on coordinating Economic Development Committees and region wide economic development growth.

Economic Development Director; Office of Planning and Development City of Leominster

January 2004 — June 2006

Leominster, MA

- Served as liaison between the Mayor, Planning Director and commercial/industrial businesses
- Partnered with the Assessor's Office on the Economic Development Initiative Program for qualifying businesses
- Composed a \$2,000,000 Public Works Economic Development Program application on behalf of the city
- Fostered a grass roots revival of the Comb and Carriage District on behalf of the Planning Department
- Cooperated with other city department heads on various construction projects

Business Development Planner; Office of Planning and Development

January 2001 — January 2004

Leominster, MA

- Assisted small business owners through the start-up process including permitting, programs, available space
- Advanced the Streetscape Improvement Project along the Central Street corridor as Project Manager
- Facilitated all Development Review Board meeting for the city
- Spearheaded the Twin City Rail Trail proposal; a 4.2-mile bike/ped trail connecting two communities

Legislative Aide; Senator Harriette L. Chandler

November 1999 — January 2001

Boston, MA

- Coordinated the senator's activities on various committees within the State House
- Analyzed legislation before committee hearings and monitored all committee activity
- Supported the first Worcester District with legislative matter pending before the General Court
- Drafted correspondence to constituents and other governmental agencies on behalf of the senator
- Aided Public Service Committee on the Early Retirement and D.O.M.A. legislation.

Downtown Planner; Uptown, Inc.

February 1998 — January 2000

Clinton, MA

- Supervised the Streetscape Improvement Project and Sign and Façade program as Project Coordinator
- Held monthly board meetings and sub-committee meetings regarding finance, marketing, beautification and community support
- Coordinated multiple group marketing endeavors
- Organized several large-scale fundraising events



EDUCATION

*University of Massachusetts
Amherst, MA*

- B.A. in Political Science
- Minor in Cartography with a concentration in GIS and Computer Mapping Systems

SKILLS

- ArcGIS 10x
- ArcView 3.x
- ArcInfo Workstation
- MS Access
- GPS
- Pictometry
- ArcGIS Online
- Visual Basic
- Arc Macro Language
- Dreamweaver
- Adobe Photoshop
- Adobe Acrobat
- Adobe Illustrator
- MS Excel
- MS Word
- Database Management
- Web Design & Maintenance
- Windows XP/Vista/7/8/10.

REFERENCES AVAILABLE ON REQUEST

MATT FRANZ

One Mercantile Street, Suite 520 | Worcester, MA 01608 | (508) 459-3311 | mfranz@cmrpc.org

EMPLOYMENT HISTORY

**GIS Analyst; Central Massachusetts Regional
Planning Commission**
Worcester, MA

June 2006 — Present

GIS Specialist; Merrimack Valley Planning Commission
Haverhill, MA

June 2000 — June 2006

PROFESSIONAL EXPERIENCE

GIS Development & Support

- Develop and facilitate GIS projects for various municipal departments within the CMRPC region.
- Develop & maintain various municipal data layers for use by commission, local, state and federal officials.
- Provide support to commission staff and CMRPC communities in the use of GIS software and methods; help desk support (both in person and over the phone), software installation & maintenance.
- Conducted training courses for municipal officials in the use of ESRI ArcGIS Desktop software.
- Develop standards and guides for GIS within CMRPC & its communities.
- Manage the CMRPC GIS server including GIS data layers, folder permissions/structure and backup scheduling.
- Provide data oversight to ensure the quality of both the spatial data and attribute data.

IT Support

- Troubleshoot IT issues relating to staff computers, network and equipment.
- Oversee purchasing of CMRPC IT equipment
- Maintain internal CMRPC IT network & email system.

Various GIS projects and data development include:

- Projects: Annually update 12+ municipal assessor maps & parcel data, open Space and Recreation Plans, Master Plans, EO418 maps, Zoning maps, Street Intersection diagrams, Trail maps, etc.
- Data: Property parcel data, open Space, Zoning, Trails, Roads, Infrastructure assets, address locations, points of interest, transit authority data, etc.

Creation/maintenance of assessor maps for multiple communities

- Creation of digital parcel data & assessor maps from existing paper maps
- Annual updating of digital property parcels and paper assessor maps with new information using coordinate geometry (COGO) or digital CAD submissions.
- Review town-required digital plan submissions (via ArcGIS and AutoCAD LT)
- Created/edited scripts using AML & Model Builder to run analysis.

Worcester Regional Transit Authority Data & Map Development

- Developed WRTA schedule brochure route maps for everyday use by the public.
- Maps show bus routes along with key locations and points of interest, all of which require updating.

Database Design & Customization

- Created a custom made septic system management database using Microsoft Access and Visual Basic for use by town health officials in maintaining digital versions of their paper records.
- Created a custom-made motor vehicle excise database using Microsoft Access and Visual Basic to replace an assessing department's existing lotus system.



EDUCATION

*University of Oklahoma,
Norman, OK (2017), Master
of Regional and City
Planning*

*University of California,
Davis, CA (1999), Bachelor
of Landscape Architecture*

AFFILIATIONS AND ACTIVITIES

American Institute of
Certified Planners,
2008 to present

American Planning Assoc.,
Member

JANE WYRICK, AICP

1 Mercantile Street, Suite 520 | Worcester, MA 01608 | (508) 459-3332 x. 132 |
jwyrick@cmrpc.org

PROFESSIONAL EXPERIENCE

Principal Planner, Regional Collaboration & Community Planning; Central Massachusetts Regional Planning Commission

August 2021 — Present

Worcester, MA

- Lead planning projects for zoning bylaws, schedule milestones, assign tasks to team members
- Co-lead Master Plan development for communities in the region, working with steering committees and Planning Boards
- Resource development for planning agency and for communities in region – preparing submittals in response to Request for Proposals, identifying tasks, project schedule and preparation of project budget
- Develop permitting guide as a template for other communities

Planner II Broken Arrow, Oklahoma

June 2017 — August 2021

Broken Arrow, OK

- Managed development projects from predevelopment to entitlements and design review
- Served on Technical Advisory Committee, stakeholder meetings and public workshops for the Comprehensive Plan update
- Assigned addresses in accordance with the established City grid and 911 protocol; managed addresses in database; notified pertinent agencies of address assignments
- Wrote technical reports, presented findings, made recommendations to the Planning Commission

Deputy Director of Community Planning City of Woonsocket, Rhode Island

August 2009 — August 2011

Woonsocket, RI

- Finalized the City's Comprehensive Plan update and guided the plan through the public review process, public hearings, and submitted the plan to the state for review.
- Successfully managed state and federal grants including EPA Brownfield Grants, DOE Energy Efficiency and Conservation Block Grants, NPS Preserve America Grant, RIDOT Safe Routes to School Grants
- Served on various committees to revitalize the historic downtown area, improved transportation options, coordinated with stakeholders to extend the Blackstone River Valley Bikeway through the city to the state line
- Managed development projects, made recommendations to various boards and City Council
- Planned and facilitated public meetings. Wrote technical reports, news articles, press releases, coordinated with other agencies, consultants, nonprofits

Senior Planner City of Folsom, California

December 2000 — June 2008

Folsom, CA

- Analyzed development proposals for consistency with codes, environmental regulations and aesthetics in a fast-paced developing community
- Identified land use issues, prepared precise reports, and interpreted professional studies
- Completed Initial Environmental Studies and Negative Declarations in accordance with the California Environmental Quality Act
- Presented findings to various commissions and the City Council
- Facilitated Historic District Commission meetings, prepared agendas, reviewed staff reports, responded to Commissioner and citizen inquiries



EMILY GLAUBITZ

1 Mercantile Street, Suite 520 | Worcester, MA 01608 | (508) 459-3316 | eglaubit@cmrpc.org

Emily Glaubit is an Associate Planner in the Regional Collaboration and Community Planning department. Her focuses within the department include housing and long-range comprehensive planning. Emily has authored and assisted with numerous master plans, housing production plans, open space and recreation plans, and regional studies.

PROFESSIONAL EXPERIENCE

Associate Planner; Central Massachusetts Regional Planning Commission

August 2017 — Present

Worcester, MA

- Led Housing Production Plans in the Towns of Sutton, Sturbridge, Boylston, Princeton, Spencer, and Berlin, along with conducting a variety of housing planning efforts in Central Massachusetts communities such as writing a new housing opportunity overlay zone bylaw for Oxford, collecting primary data for the Worcester Analysis of Impediments to Fair Housing, implementing creative placemaking projects for two housing authorities, and facilitating public meetings on senior housing issues in select rural towns.
- Supported Master Plan efforts in Boylston, Hopedale, Mendon, and Holden, including meeting facilitation, public outreach, and authoring chapters.
- Assisted economic development efforts including an update to the Centech Park North Master Plan, technical assistance to the Southern Worcester County Economic Development Organization, COVID-19 Small Business Emergency Assistance Grant Program management, Local Rapid Recovery Planning for multiple towns, strategic revitalization plans for village centers, and a marketing campaign for the redevelopment of Rutland Heights.
- Major responsibilities have included data collection and analysis, meeting and workshop facilitation, website design, report writing, and public outreach. Primary focuses have been on housing and economic development.
- Co-leads the highly successful internship program, hiring and providing training to 2-4 interns each year.

Community Development Intern; Central Massachusetts Regional Planning Commission

January 2017 — August 2017

Worcester, MA

- Assisted full-time staffers on the West Brookfield Master Plan process. Duties included data collection and formatting, creating and updating a website and Facebook page, planning and executing three community events, preparing updates for Master Plan Committee meetings, and assisting staffers with any tasks related to plan development.
- Assisted with other projects such as the Auburn Housing Production Plan, Worcester Parking Study, Green Communities designations and reports, and more.

PRESENTATIONS AND PUBLICATIONS

- "The City of Worcester: Improving, Including, and Prospering," American Planning Association Massachusetts Planning Magazine, Spring 2021
- "Housing Planning Efforts in Central Massachusetts," Worcester County Selectmen's Association, Fall 2019 Quarterly Meeting Presentation



EDUCATION

*Clark University
Worcester, MA*

- Masters of Arts:
Community Development
and Planning (2015)
- Bachelors of Arts:
Geography (2014)

SKILLS

- Adobe InDesign
- Microsoft Word,
PowerPoint, Excel,
Publisher
- CoStar
- ArcGIS
- Wix
- Canva
- Workshop facilitation
- Grant writing
- Surveys
- Interviewing
- Presentations
- Public outreach
- Report Writing

**REFERENCES ARE
AVAILABLE UPON
REQUEST**



EDUCATION

Clark University, Worcester MA (2019), Master of Arts in Community Development and Planning
Clark University, Worcester MA (2018), Bachelor of Arts cum laude with honors in Geography
Pontificia Universidad Católica de Valparaíso, Valparaíso, Chile (2017), Study abroad coursework in Chile

SKILLS & INTERESTS

Technical: Experienced with Microsoft Office applications including Word, PowerPoint, Excel, and Publisher. Proficient in Adobe Photoshop and Adobe InDesign. Proficient with GIS applications including ArcGIS and QGIS. Comfortable with Windows, macOS, and Linux operating systems.

Languages: Native proficiency in English. Limited working proficiency in Spanish.

GABE TREVOR

1 Mercantile Street, Suite 520 | Worcester, MA 01608 | (508) 459-3320 | gtrevor@cmrpc.org

PROFESSIONAL EXPERIENCE

Assistant Planner, Regional Collaboration & Community Planning; Central Massachusetts Regional Planning Commission

Feb. 2020 — Present

Worcester, MA

- Local and regional planning with a focus on Land Use and Zoning for suburban and rural communities in southern Worcester County
- Zoning analysis, legislative research, survey development, and data collection as part of master plans, zoning bylaw reviews, and other local planning efforts
- Lead on several successful local planning projects
- Assistance with local Planning Board administration as an Interim Town Planner
- Development of grant applications and expressions of interest

Member Care Optical Associate; BJ's Wholesale Club

Dec. 2019 — Jan. 2020

Westborough, MA

- Operated the day-to-day online contact lens storefront
- Processed orders and prescriptions, communicating with medical providers and patients
- Tracked orders, resolving fulfillment issues with logistics team and vendors

Community Outreach Intern; Downtown Framingham, Inc.

Feb. 2019 — May 2019

Framingham, MA

- Designed and conducted a Green Space Survey in collaboration with Sudbury Valley Trustees to identify areas of improvement for parks and open spaces in Downtown Framingham
- Produced analysis and recommendations based on survey results

Campaign Intern; Massachusetts Nurses Association

Sep. 2018 — Nov. 2018

Worcester County, MA

- Organized canvassing and phone banking shifts for volunteers
- Canvassed and phone banked for the Yes on 1 for Safe Patient Limits campaign

Legal Intern; Worcester Anti-Foreclosure Team

June 2018 — Aug. 2018

Worcester, MA

- Compiled briefs for submission to Worcester Housing Court and the Supreme Judicial Court
- Coordinated collection of testimony and signatures from WAFT membership for legal briefs
- Conducted outreach canvassing to inform homeowners facing foreclosures of WAFT's services

Team Leader, Outreach Coordinator, & Sales Associate; Clark University Community Thrift Store

Jan. 2016 — Aug. 2017

Worcester, MA

- Led effort to improve efficiency of merchandising plan through research and implementation of industry best practices
- Responsible for decision making and planning as a member of the student leadership team
- Maintained constant presence on the sales floor to address customer needs



NINA WEISBLATT

1 MERCANTILE STREET • WORCESTER, MA 01608 • (224) 475-7438 • NWEISBLATT@CMRPC.ORG



EDUCATION

*Clark University
Worcester, MA*
Master of Arts in
Community Development
and Planning (2021)

*Clark University
Worcester, MA*
Bachelor of Arts in Geography,
Urban Economics (2020)

SKILLS

- ArcGIS, ArcMap
- Data Analysis
- Sketch-up
- Presentations
- Microsoft Office Suite
- Public outreach
- Social Media
- Report Writing

REFERENCES AVAILABLE
UPON REQUEST

PROFESSIONAL EXPERIENCE

Assistant Planner

June 2021 — Present

Central Massachusetts Regional Planning Commission

Worcester, MA

- Worked with officials, municipal staff, and residents to identify development opportunities and set goals
- Compiled and analyzed data for economic development plans
- Worked on numerous master plans

Office Assistant

August 2019 — May 2021

Clark University Graduate School of Geography

Worcester, MA

- Shared information across social media platforms about the program's accomplishments and announcements.
- Managed time efficiently to ensure that a wide variety of projects met deadlines
- Designed and edited yearly commencement newsletter for the Graduate School of Geography

GIS and Planning Intern

June 2020 — August 2020

Downtown Business Improvement District

Worcester, MA

- Created eight different maps for geolocating areas of interest around downtown Worcester. These maps were used by consultants to determine where to place future signage locating parking lots and locate where lighting is throughout the downtown area. Maps were used to demonstrate infrastructure gaps to city officials and developers.
- Collected Latitude and Longitude for parking garages, streetlamps, and wayfinding signage throughout downtown Worcester to be input into Arc GIS Pro.
- Helped run focus groups for local businesses owners, nonprofit directors, local officials, and residents in the downtown area that resulted in the completion of a city-wide survey

Research Intern

June 2019 — December 2019

Main South Community Development Corporation

Worcester, MA

- Conducted research for state and federal grants in housing development.
- Collaborated with Massachusetts Developments, Transformation Development Initiative to conduct weekly meetings and distribute meeting minutes to ten board members.
- Analyzed local housing data collected by the City of Worcester and synthesized into a fact sheet to be used by the Executive Director.

Data Intern

June 2018 — December 2018

Girls Inc. Worcester

Worcester, MA

- Researched the efforts of a local advocacy group fighting for a fare-free transportation system in Worcester, MA.
- Conducted and transcribed ten interviews with committee members, riders, and local nonprofits
- Examined the accessibility of the Worcester Regional Transportation Authority, bus stop accessibility.



RYAN SAUL

1 Mercantile St. | Worcester, MA 01608 | (609) 513-5378 | rsaul@cmrpc.org

PROFESSIONAL EXPERIENCE

Assistant Planner; Central Massachusetts Regional Planning Commission

May 2021 — Present

Worcester, MA

- Assist on projects such as the 2021 CEDS Annual Report, Mendon Master Plan, Local Rapid Recovery Plans, Leicester Chapter 43D Guide, Review of MassWorks Infrastructure Applications, Princeton Community OneStop for Growth Application, and CMRPC's Regional Dialogue on Distribution Facilities.
- Work with senior staff members on economic development initiatives and opportunities available throughout the Commonwealth.
- Major responsibilities have included municipal correspondence, data collection and analysis, report and grant writing support, stakeholder coordination, and public outreach. Primary focuses have been on economic and community development initiatives.

Economic Associate and Transportation Team Lead; Regional Economic Models, Inc. (REMI)

May 2020 — May 2021

Remote/Amherst, MA

- Provided analytical and research support for projects and grants using REMI's economic modeling software, such as strategic and regional plans, project evaluation, and issue specific studies
- Evaluated and addressed the needs of regional planning organizations, state and federal agencies, and consultants in the economic development and planning spaces
- Delivered daily presentations to elected officials, policy decision makers, and other stakeholders on evaluating the economic and demographic impacts of their objectives
- Developed tailored webinar presentations, newsletters, and informational briefers
- Assisted in the hiring and training of new employees; lead and managed transportation team members

Constituent Services Intern; New Jersey's 2nd Congressional District

June 2019 — August 2019

Mays Landing, NJ

- Demonstrated strong interpersonal skills by developing consensus among stakeholders with differing interests in coordinated meetings
- Facilitated discussions with state and local officials, community groups, business interests, and individual constituents about a variety of issues, such as offshore wind development
- Worked independently to manage several community engagement projects within the district

Legislative Intern; New Jersey Legislative District 1

June 2019 — August 2019

Cape May Court House, NJ

- Exhibited strong research, analytical, and problem-solving skills to research challenges facing the district and develop legislative solutions
- Collected, analyzed, and presented legislative data in organized reports, charts, and graphs
- Clearly communicated messages and legislative decisions to specific audiences in various settings

Volunteer; The Seeing Eye Inc.

November 2011 — June 2021

Petersburg, NJ

- Organized fundraising and community engagement events through social media and in person
- Spoke at presentation at schools, community centers, and other local venues to raise public awareness
- Raised and trained pups to prepare them for becoming Seeing Eye guide dogs for the blind



EDUCATION

University of Massachusetts
Amherst
Amherst, MA

- Master of Public Policy
(2020)

University of Massachusetts
Amherst
Amherst, MA

- Bachelor of Arts:
Economics and Political
Science (2019)

SKILLS

- Microsoft Word,
PowerPoint, Excel,
Publisher
- Esri Business Analyst
- REMI Economic Modeling
- Data collection and
analysis
- Qualitative Research
- Report and grant writing
- Presentations
- Public outreach
- Intermediate Spanish

REFERENCES ARE
AVAILABLE UPON
REQUEST



SARAH O'BRIEN

1 Mercantile Street, Suite 520 | Worcester, MA 01608 | (508) 459-3318 |
sobrien@cmrpc.org

PROFESSIONAL EXPERIENCE

Assistant Planner, Regional Collaboration & Community Planning; Central Massachusetts Regional Planning Commission

October 2021 — Present

Worcester, MA

- Research, data collection, and analysis for economic development, housing, land use, open space, hazard mitigation and climate change planning as well as comprehensive master planning efforts for 50 communities in Southern Worcester County, including the Mendon Master Plan, the Princeton Housing Production Plan (2021), and the Oxford Municipal Vulnerability Preparedness Plan.
- Coordination of CMRPC's community outreach plan for our Regional Plan (Imagine2050) through surveys, interactive tabling, and workshops. Principal analyst of qualitative data for project.

Part-time Staff Member, Transformative Development Initiative; MassDevelopment

June 2021 — August 2021

Boston, MA

- Worked directly with the Director of the Transformative Development Initiative on future district selection planning and TDI administration.
- Completed GIS analysis for MassDevelopment's Gateway City engagement requirements and developed scalable methodology for future district requirements.
- Tracked grant impact by communicating directly with state grant recipients in 15 Gateway Cities

Part-time Urban Resilience Program Assistant; Leading Cities

January 2020 — August 2020;
June 2021 — August 2021

Boston, MA

- Designed, implemented, and moderated a social media based platform for over 100 global government officials, Smart City startups, and investors to discuss ways of collaboration to improve sustainability efforts in cities.
- Assisted CEO with program development and planning for startup accelerators, connecting municipal governments with Smart City solutions, and marketing & public relations strategies.

Community Development Intern, Department of Economic and Community Development; City of Milford, CT

June 2019 — August 2019

Milford, CT

- Worked collaboratively on city wide projects such as "Make Music Day" and "Porchfest", which brought in thousands of citizens and supported the community aspect of Milford.
- Assisted the department in problem solving for empty commercial lots and grant writing.



EDUCATION

Clark University, Worcester, MA (2021), Master of Arts in Community Development and Planning

Clark University, Worcester, MA (2020), Bachelor of Arts in Urban Economic Development

AFFILIATIONS

All In for Milford Grassroots Coalition, Milford CT (2021-Present)

Mary Taylor Memorial United Methodist Church Committee Chair, Seeking Action through Equity, Milford, CT (2016-Present)

Milford CT Pride Founder & President, Milford CT (2018-2021)

SKILLS

ArcGIS, Arc Story Maps, Terraset GIS, Google Sketchup, Hubspot CRM, Constant Contact CRM



CENTRAL MASSACHUSETTS REGIONAL PLANNING COMMISSION
1 Mercantile Street, Suite 520 Worcester, MA | 508.756.7717

GRAFTON MASTER PLAN UPDATE PRICE PROPOSAL: Bidder Response, CMRPC

In response to:

Request for Proposals: Scope of Services

Master Plan Update, Town of Grafton, Massachusetts

January 14, 2022

Central Massachusetts Regional Planning Commission
MA Vendor Code No. VC6000159423



Bidder Response, CMRPC: Master Plan Consultant

The Central Massachusetts Regional Planning Commission (CMRPC) is submitting this Price Proposal in response to the Grafton Master Plan Update Technical Proposal issued by the Town of Grafton, Massachusetts on January 14, 2022. This submission outlines our lump sum and direct cost breakdown for completion of the project; schedule of professional fees on an hourly basis; completed/signed copies of the Statement of Tax Compliance/Non-Collusion and Certificate of Vote.

Lump Sum and Direct Cost Breakdown

Grafton Master Plan Update Price Proposal	Total Budget	Totals per Staff			
	\$100,000	35	457	549	490
	Value per Task	Project Manager	Principal Planner	Associate Planner	Assistant Planner
		\$ 85.00	\$ 75.00	\$ 60.00	\$ 50.00
Phase 1: Data collection	\$30,000				
Task 1: Project administration and management	\$2,675	5	30		
Task 2: Preliminary kickoff meeting (1 meeting)	\$1,535	5	6	6	6
Task 3: Collect and organize data	\$6,275		25	40	40
Task 4: Presentation of initial data (1 meeting)	\$995		5	7	4
Task 5: Revisions and comments	\$3,625		15	25	20
Task 6: Preliminary analysis	\$5,350		20	35	35
Task 7: Presentation of findings (1 meeting)	\$1,110		6	6	6
Task 8: Staff-level meetings (3+ meetings)	\$1,850		10	10	10
Task 9: Final deliverables	\$4,800		20	30	30
Task 10: Other (printing, software, data, website, misc.)	\$1,500				
Task 11: Travel	\$285				
Phase 2: Public Engagement	\$50,000				
Task 1: Project administration and management	\$4,225	10	45		
Task 2: Preliminary kickoff meeting (1 meeting)	\$925		5	5	5
Task 3: Stakeholder interviews (10+ meetings)	\$2,275		15	15	5
Task 4: Public workshops (2 meetings)	\$5,550		30	30	30
Task 5: Plan development	\$22,875		85	150	150
Task 6: Presentation of findings/ draft (2 meetings)	\$4,050		30	30	
Task 7: Revisions and comments	\$6,450		20	45	45
Task 8: Staff-level meetings (5+ meetings)	\$1,900		10	15	5
Task 9: Other (printing, software, data, website, misc.)	\$1,500				
Task 10: Travel	\$250				

Phase 3: Finalization	\$20,000				
Task 1: Project administration and management	\$1,175	5	10		
Task 2: Preliminary kickoff meeting (1 meeting)	\$925		5	5	5
Task 3: Plan development	\$7,000		20	50	50
Task 4: Presentation of final draft (1 meeting)	\$1,850		10	10	10
Task 5: Revisions and comments	\$3,700		20	20	20
Task 6: Final deliverables	\$3,575	10	15	15	14
Task 7: Other (printing, software, data, website, misc.)	\$1,500				
Task 8: Travel	\$275				

Schedule of Professional Fees on an Hourly Basis

Staff Member	Position	Paid Hourly Rate	Overhead (1.0856)	Total Billable Rate
Trish Settles, AICP	Deputy Director	\$ 56.52	\$ 61.36	\$ 117.88
Sujatha Krishnan	Deputy Director	\$ 56.52	\$ 61.36	\$ 117.88
Andrew Loew, AICP	Project Manager	\$ 42.00	\$ 45.60	\$ 87.60
Matt Franz, GISP	Project Manager	\$ 41.37	\$ 44.91	\$ 86.29
Kerrie Salwa	Project Manager	\$ 39.63	\$ 43.02	\$ 82.65
Jane Wyrick, AICP	Principal Planner	\$ 34.62	\$ 37.58	\$ 72.20
Dominique Dutremble	Principal Planner	\$ 33.85	\$ 36.75	\$ 70.60
Emily Glaubitz	Associate Planner	\$ 24.12	\$ 26.18	\$ 50.30
Ryan Saul	Assistant Planner	\$ 22.44	\$ 24.36	\$ 46.80
Gabe Trevor	Assistant Planner	\$ 21.58	\$ 23.43	\$ 45.01
Nina Weissblatt	Assistant Planner	\$ 19.00	\$ 20.63	\$ 39.63
Sarah O'Brien	Assistant Planner	\$ 19.00	\$ 20.63	\$ 39.63

Payment Schedule

CMRPC shall submit invoices on a substantial completion of milestones as described below:

Phase 1:

- Milestone 1 \$15,000 (50% Completion): On or about July 31, 2022, following presentation of the initial data.
- Milestone 2 \$15,000 (100% Completion): On or about September 30, 2022, following presentation of final Phase 1 deliverables.

Phase 2:

- Milestone 1 \$12,500 (25% Completion): On or about November 30, 2022, following completion of the community survey and stakeholder interviews.
- Milestone 2 \$12,500 (50% Completion): On or about January 31, 2023, following the compilation of the results of community workshops and engagement process.

- Milestone 3 \$12,500 (75% Completion): On or about March 31, 2023, following the presentation of findings/ draft.
- Milestone 4 \$12,500 (100% Completion): On or about June 30, 2023, following revisions and comments.

Phase 3:

- Milestone 1 \$10,000: (50% Completion) On or about November 30, 2023, following presentation of final draft.
- Milestone 2 \$10,000: (100% Completion) On or about March 31, 2024, following delivery of final deliverables.

Attachments

- Statement of Tax Compliance/Non-Collusion
- Certificate of Vote



Commonwealth of Massachusetts
Department of Revenue
Geoffrey E. Snyder, Commissioner

mass.gov/dor

Letter ID: L0181728960
Notice Date: March 3, 2022
Case ID: 0-001-443-919



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



CENTRAL MASSACHUSETTS REGIONAL PL
1 MERCANTILE ST STE 520
WORCESTER MA 01608-3107

Why did I receive this notice?

The Commissioner of Revenue certifies that, as of the date of this certificate, CENTRAL MASSACHUSETTS REGIONAL PLANNING COMMISSION is in compliance with its tax obligations under Chapter 62C of the Massachusetts General Laws.

This certificate doesn't certify that the taxpayer is compliant in taxes such as unemployment insurance administered by agencies other than the Department of Revenue, or taxes under any other provisions of law.

This is not a waiver of lien issued under Chapter 62C, section 52 of the Massachusetts General Laws.

What if I have questions?

If you have questions, call us at (617) 887-6400 or toll-free in Massachusetts at (800) 392-6089, Monday through Friday, 9:00 a.m. to 4:00 p.m..

Visit us online!

Visit mass.gov/dor to learn more about Massachusetts tax laws and DOR policies and procedures, including your Taxpayer Bill of Rights, and MassTaxConnect for easy access to your account:

- Review or update your account
- Contact us using e-message
- Sign up for e-billing to save paper
- Make payments or set up autopay

Edward W. Coyle, Jr., Chief
Collections Bureau

CERTIFICATION AS TO PAYMENT OF STATE TAXES

Pursuant to M.G.L. c.62C, §49A, I certify under the penalties of perjury that the Contractor has complied with all laws of the Commonwealth of Massachusetts relating to taxes.

04-2318872
Social Security Number or
Federal Identification Number

Janet A. Pierce
Signature of Individual or
Corporate Name

By: Janet A. Pierce, Executive Director

Corporate Officer
(if applicable)

CERTIFICATE OF NON-COLLUSION

Town of Grafton

The undersigned certifies under penalties of perjury that the bid or proposal submitted relative to this project is in all respects bona fide, fair and made without collusion or fraud with any other person. The word "person" shall mean any individual, joint venture, partnership, corporation or other business or legal entity.



(Janet A. Pierce, Executive Director)

Central Massachusetts Regional Planning Commission

March 4, 2022

CERTIFICATE OF AUTHORITY

CERTIFICATE OF AUTHORITY
(For Corporations/LLC's/LLP's/Entities Only)

At a duly authorized meeting of the Board of Directors/Members/Partners of the Central Massachusetts Regional Planning Commission (Name of Entity) held on June 10, 2021 (Date) at which all the Directors/Members/Partners were present or waived notice, it was voted that Janet A. Pierce (Name) the Executive Director (Officer/Title) of this company be and he hereby is authorized to execute contracts and bonds in the name and behalf of said company, and affix its Corporate Seal thereto, and such execution of any contract of obligation in this company's name on its behalf of such Robert Hassinger, (Officer) under seal of the company, shall be valid and binding upon this company.
CMRPC Executive Committee Chairman

A TRUE COPY,
ATTEST:

Janet A. Pierce
(Signature/Title) Executive Director

Place of
Business:

One Mercantile Street, Suite 520
Worcester, MA 01608

I hereby certify that I am the Executive Director (Title) of the Central Massachusetts Regional Planning Commission (Name of Corporation) that Robert Hassinger (Officer, Name) is duly elected CMRPC Executive Committee Chairman (Title) of said company, and the above vote has not been amended or rescinded and remains in full force and effect as of the date of this contract.

Janet A. Pierce
(Signature/Title)

Janet A. Pierce, Executive Director
(Typed Name/Title)

March 4, 2022
(Date)

Subscribed and sworn to before me (Corporate Seal)
If applicable (i.e., not necessary for sole proprietorships or partnerships)

this 4 day of March, 2022

Diane M. Shea (Notary Seal)

Notary Public

My Commission Expires November 3, 2028

